**MTNL Executives’ Association**

Central Headquarters, New Delhi

**All India Conference, 2nd to 4th Nov, 2015**

**Key Note Address by V.K.Tomar, General Secretary**

Comrade President Shri S N Prasad, Respected S/Shri N K Yadav, CMD MTNL & Member (Services) DOT and Chief guest of today’s function, Shri P K Purwar, Dir (Fin), MTNL, Shri Sunil Kumar, Dir (HR& EB), MTNL, Shri, A K Shrivastav, ED Delhi MTNL, Com Virjesh Upadhyay, All India General Secretary, BMS, Com K Ashok Rao, Patron NCOA,Com, G L Jogi, Chairman, SNEA(India)/ BSNL, Com A A Khan, President, SNEA (India), Com A K Kaushik, GS TEAM, Com Dharamraj Singh, GS, MTNL Mazdoor Sangh ,Com S S Nanda, GS, RTOWA, Senior officers, my colleague CHQ office bearers, Circle Secretaries, delegates from Delhi & Mumbai and my dear comrades.

 Good Evening everybody. At the outset, I would like to welcome you all who have graced this August house with their presence by sparing their valuable times. I particularly overwhelmed with the presence of our esteemed guests from the management, media, telecom analysts, executives’ associations, trade unions, besides, of course, our comrades from Mumbai and Delhi.

Today, is a momentous opportunity to raise certain vital issues, listen and understand the opinions of distinguished personalities with varied experience in the field of Telecommunications, challenges ahead in ensuring the survival of the sector with particular regard to the CPSUs in Telecom sector being a strategic sector related to national security. Discussions on opportunity for MTNL and BSNL in playing significant role in the success of Digital India, a vision by our Prime Minister, will further enhance our knowledge on the subject and give certain definite directions in achieving the goal.

With the revolutionary changes taking place in the field of telecommunications, the whole world has transformed into a small village. Everyone is talking about the changes going on in business environment world over. Actually, no one really knows where globalisation will lead us. Especially the telecommunication sector is relatively more dynamic than any other business. So, MTNL has to perform in highly competitive global business environment, where technology is rapidly changing and likewise the variety of services. It involves frequent and continuous scanning of business environment, faster reaction to combat competitor’s moves to gain market share and earn sustainable revenue.

When one think for required change and improvement in an organisation, we find that it can come from two main sources:

* One is the frequent technological changes which require huge investment, in terms of manpower, machines and money. The returns on investment of such a magnitude are not commensurate to the investments required, thus stress on the quality of services.
* Another is by **developing and improving the Human Resources** in the organisations. Since all other resources are used and manages by human, so with improvement in HR, the greatest pay-off exists with relatively less efforts

Human resources are the nerve and arteries of any organization and everything flows through it. Unfortunately, we are lacking in all arousing and inspiring HR aspects like motivation, training, deployment, promotions and performance evaluation system. As a result, huge technical Resources pool has been made to obsolete & redundant. There is dire need to adapt sweeping reforms in HR to change its existing antiquated and irritable spirit and style. Human Resources alone have the potential of bringing sweeping changes and transformation in the Company and help modelling it on business lines.

We believe that customer is the reason for existence of any Company and so is for the employees. In fact customer is the real CEO of the company on whom depends the very survival of the company. It is he who decides whether to avail the services of the company or not, thus affecting our top line growth. At the same time, it cannot be denied that motivated employees are the real asset of the company without which, investments, technological changes etc are not going to yield any tangible returns. If a company treat its employees well and support them, they perform better and keep customers happy by providing efficient services..When a company puts its employees first, the customer actually does ultimately come first and gain the greatest benefit. This is true in service sector like MTNL. It is high time that the management of the Company must understand the importance of motivated employees by putting in place new and attractive HR policies that will boost growth of the Company. We assure management of our wholehearted and qualified support in introducing comprehensive reforms in HR. While I appreciate the sincere efforts of management in conducting DPCs in different executive cadres and expediting other HR issues but a lot remains to be accomplished. I request top management to consider other legitimate and long pending HR issues, like:

1. 78.2% fitment &revision of perks& allowances,
2. RRs of DM (Mktg)/HR/Legal/CS cadre,
3. 30% Corpus for MTNL Recruitees’,
4. Better career prospects and regular promotions for Executives
5. Counting training for the purpose of drawing increment
6. Review of Executives RR & Promotion Policy
7. And all other issues raised by us before the management

All these issues have been pending for quite long time for lack of will and seeing reasons by the top management. There is no doubt that MTNL has a team of hard working, skilled and fully dedicated officers capable of executing any task in a given time framework. But, there is complete lack of motivation and trust deficit regarding their carrier progression in the company. Inspite of getting the financial upgradation on time bound basis, one don’t get vertical promotion for 20 or more years. This long stagnation in one cadre diminishes the enthusiasm and creativity amongst the officers. I take this opportunity to request our management to kindly review the promotion policy of the company so as to get better carrier progression in the company by considering our proposal of time bound vertical promotions in PSU hierarchy.

As of now, MTNL is passing through an extremely challenging and difficult time, and every one of us is aware of it. I have no hesitation in saying that the efforts of Management and trade unions alone can’t arrest the dwindling condition of the company. The blame game is also not going to help in any way, yet we have but to acknowledge that Govt’s apathy and lop-sided policies have taken heavy toll of MTNL ,Coercing the Company to borrow money to shell out about Rs 11000 crores for arbitrarily pushed upon unproductive 3G and redundant BWA spectrum has crippled growth of the Company. Holding back its essential obligation to meet out pension liability of erstwhile DOT employees and thus making the Company to run into heavy liability for a long time and withholding of thousands of crore of legitimate dues of the Company (GPF contribution, leave encashment, gratuity etc.) are some of the glaring instances of Govt’s insensitive and uncaring approach and other such issues and setting up management with high level of uncertainty, have impacted the Company adversely due to negative cash flows and put us in a vicious circle of debt and its servicing.

We appeal MTNL management particularly our CMD who happens to be the Member (Services), DOT also, to impress upon the Govt to come out with comprehensive policy and plan for revival of MTNL, and let MTNL employees and management know the roadmap. We assure MTNL management that we are committed to go to any extent and do whatever possible for this objective.

 I am confident that today’s free and frank deliberations will help to consolidate and firm up our future strategy and plan of action for meeting our objective successfully.

While, I appreciate the initiatives taken by CMD Shri N K Yadav Ji for introducing IP tester and DISLAM installation and some other decisions for improvement of quality of service, I also have to make few suggestions for the management’s consideration so as to take up with the govt for the revival and survival of MTNL

**Expansion and upgradation of network**: For last five years no investment has been made on expansion and upgradation of network to improve the connectivity and coverage of land line and wireless to remain competitive in the market. It is very difficult to remain in the business with out expansion, proper maintenance and upgradation of network of any service industry like telecom, which is undergoing very fast technological changes and customer aspirations,. So I take this opportunity to request management to undertake expansion and upgradation of our network of land line and wireless with more focus on fibre deployment to ensure high speed internet services to the customers.

**BWA Interest refund:** Since MTNL paid Rs. 4533.97 Crore through loan and paid interest thereon, so it is entitled to get refund of the entire financial cost of Rs.2500/- from Govt.

**Extension of Mobile License up to 2021:** MTNL was granted Mobile license on 10.10.1997 but required spectrum was allotted only on 8.7.2000. The license was only for Delhi, which was made at par with other operators on 11.01.2001 for NCR. Therefore, the standard terms and conditions of the license of 20 years have to be made applicable from that date so validity be extended up to 2021 instead of 2017 with out payment of any extra fee

**Inadequate Funds for Repair &Maintenance and also shortage of store items**: In quest of austerity measures, we have neglected maintenance and upkeep of existing services. All know, there is financial crisis, but, it is also a fact that without productivel expenditure, we cannot think of quality of service, retention of existing customers and further additions, to increase the revenue. Our existing network is very old which requires regular and comprehensive maintenance. For quite long time, sufficient funds are not being released for maintenance work. Always, there remains shortage of store items for land line services including broad band and leased lines which are the major sources of revenue. There is acute shortage or unavailability of drop wire, jumper wire, jointing kits, jointing modules, power meters, small size copper cables, STM-I & CPE, MLDN network ports jointing modules, pillar cells etc. because of this shortage of essential items, hundreds of leased lines, MLDN ccts are pending and also other services development and maintenance is badly affected and it results in huge loss of revenue. I request management to make available sufficient funds & material and in time for this purpose**.**

**Monetization of real estate and duct Network:** MTNL has huge real estate and duct network, which can be unlocked to gain full utilization of idle assets to fund debt and capax requirements of network up gradation and expansion.

**Managerial indecisiveness and lack of inclusiveness**- An effective and successful leader has to take quick, effective decisions and ensure implementation. Time is the essence of any decisions. A delayed decision is fruitless. The delayed, unproductive, indecisive decisions taken in MTNL are destroying the company’s productivity resulting in non-accomplishment of the desired results. With this, neither our work force remains motivated, nor are our customers happy.

**Review of unsound Policies & stale Work Procedures**: We have to have documents of policies and work procedures for reference to avoid decisions on adhoc manner. So, let us review each and every policy and procedure of the company so that all start performing in a systematic manner.

***If we have to come out of this gloom and negativity that is surrounding the MTNL, then we can think of adopting Enterprise resource planning (ERP), Centralized Billing, OCS, and Network Mtce. Status System (like CDR system of BSNL) ,  Intelligent Network Systems,. Broadband Backbone and rolling out 4G services -***

Now I also take this opportunity to appeal to the rank and file to do their best to improve the quality of service, customer satisfaction and revenue generation to ensure revival of company and realization of our pending legitimate benefits and rights. We have to understand in no uncertain terms that our survival in the company is with the survival of company. So, don’t leave any stone unturned to get company revived and survived for your own survival.

We resolve that we will continue our persistent struggle to oppose hostile and discriminatory policies of govt by pressurising it to adopt non-discriminatory policies towards our Company and treat it at par with others. We strongly believe that MTNL management will be with us in this struggle. It will not be out of place to mention here that MEA can go to any extent to ensure that MTNL survives not only for the betterment of the officers, employees, customers but also for the national strategic interest involved in it.

Thanking everyone present here for coming to grace this occasion and expressing their considered opinion. Saluting our beloved Comrades from Mumbai and Delhi for their unflinching support and urging upon them to get ready for what could be possibly decisive and aggressive struggle in the days to come for revival of the Company, I conclude. Thank you

**V K Tomar**

General Secretary, MEA